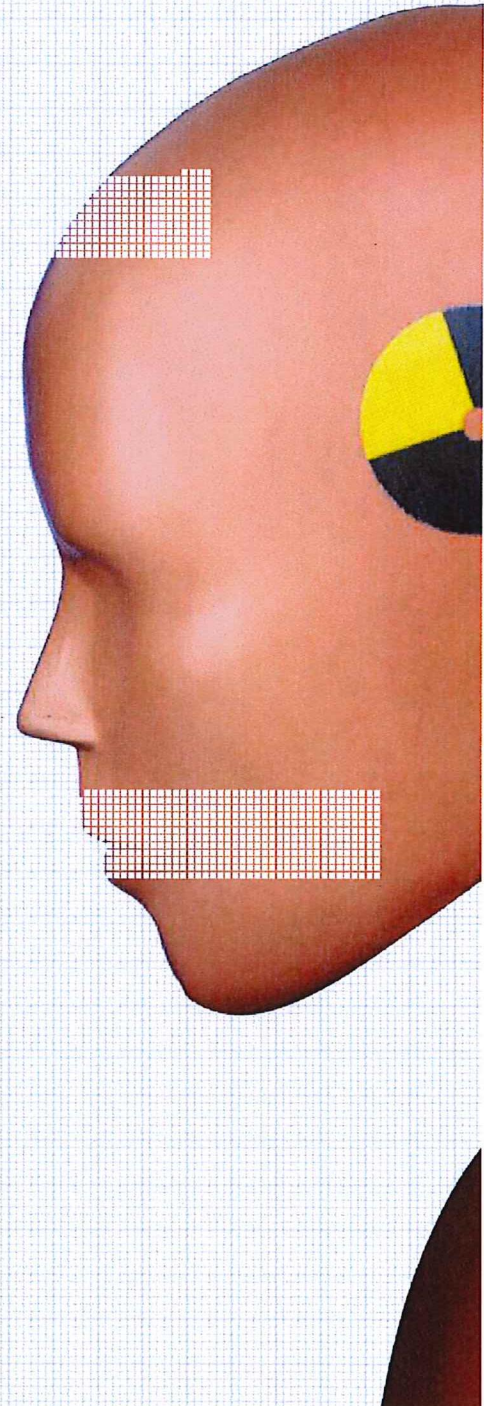
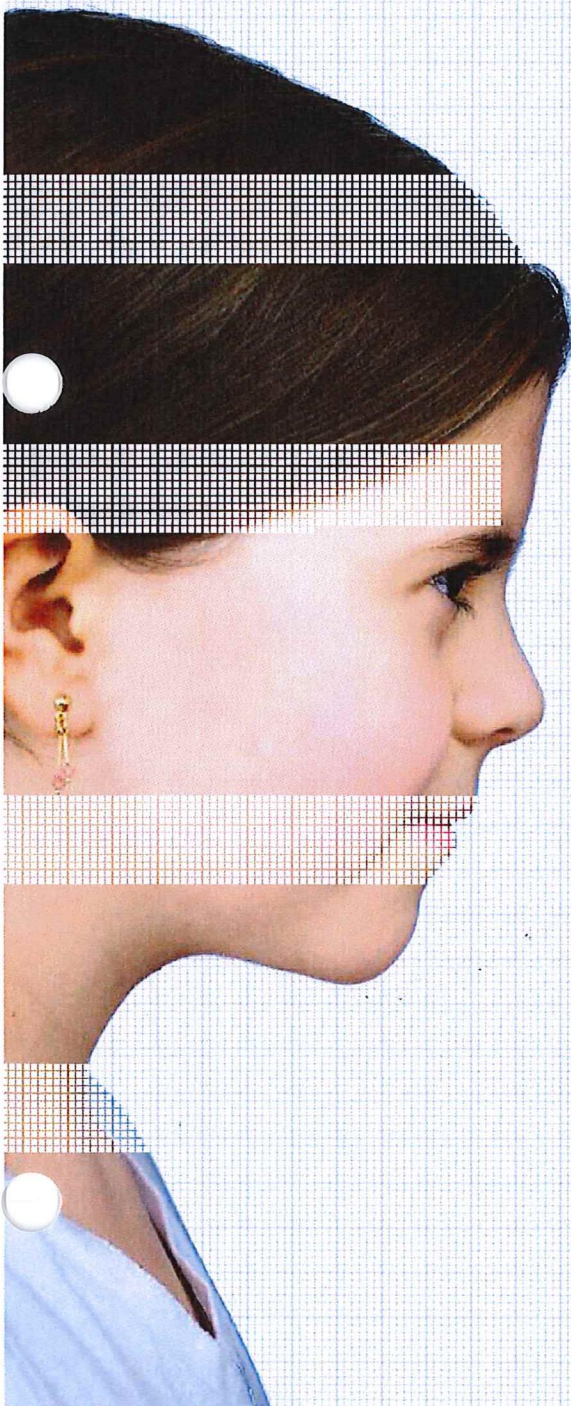


Annual Report 2010

# Making Driving Safer

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# Selected Financial Data

(DOLLARS IN MILLIONS, EXCEPT PER SHARE DATA)	2010 <sup>1)</sup>	2009 <sup>1)</sup>	2008 <sup>1)</sup>	2007 <sup>1,2)</sup>	2006 <sup>1,3)</sup>
<b>Sales and Income</b>					
Net sales	\$7,171	\$5,121	\$6,473	\$6,769	\$6,188
Operating income	869	69	306	502	520
Income before income taxes	806	6	249	446	481
Net income attributable to controlling interest	591	10	165	288	402
<b>Financial Position</b>					
Current assets excluding cash	2,101	1,707	1,598	1,941	1,930
Property, plant and equipment	1,026	1,042	1,158	1,260	1,160
Intangible assets (primarily goodwill)	1,722	1,729	1,745	1,760	1,676
Non-interest bearing liabilities	2,001	1,610	1,361	1,552	1,441
Capital employed <sup>4)</sup>	3,066	3,098	3,369	3,583	3,498
Net debt	127	662	1,195	1,182	1,010
Total equity <sup>4)</sup>	2,939	2,436	2,174	2,401	2,488
Total assets	5,665	5,186	5,206	5,305	5,111
Long-term debt	638	821	1,401	1,040	888
<b>Share data</b>					
Earnings per share (US\$) – basic	6.77	0.12	2.29	3.70	4.90
Earnings per share (US\$) – assuming dilution	6.39	0.12	2.28	3.68	4.88
Total parent shareholders' equity per share (US\$) <sup>4)</sup>	32.89	28.06	30.11	31.83	30.00
Cash dividends paid per share (US\$)	0.65	0.21	1.60	1.54	1.36
Cash dividends declared per share (US\$)	1.05	–	1.42	1.56	1.41
Share repurchases	–	–	174	380	221
Number of shares outstanding (million) <sup>5)</sup>	89.0	85.1	70.3	73.8	80.1
<b>Ratios</b>					
Gross margin (%)	22.2	16.6	17.4	19.7	20.4
Operating margin (%)	12.1	1.3	4.7	7.4	8.4
Pretax margin (%)	11.2	0.1	3.8	6.6	7.8
Return on capital employed (%) <sup>4)</sup>	28	2	9	14	16
Return on total equity (%) <sup>4)</sup>	22	1	7	12	17
Total equity ratio (%) <sup>4)</sup>	52	47	42	45	49
Net debt to capitalization (%)	4	21	36	33	29
Days receivables outstanding	69	75	49	64	70
Days inventory outstanding	32	40	39	33	34
<b>Other data</b>					
Airbag sales <sup>6)</sup>	4,807	3,299	4,130	4,377	4,085
Seatbelt sales <sup>7)</sup>	2,363	1,822	2,343	2,392	2,103
Net cash provided by operating activities	924	493	614	781	560
Capital expenditures	236	140	293	324	328
Net cash used in investing activities	(297)	(157)	(321)	(345)	(285)
Net cash provided by (used in) financing activities	(529)	(376)	98	(461)	(441)
Number of employees, December 31	34,600	30,200	34,000	35,300	35,700

1) In 2010, 2009, 2008, 2007 and 2006 severance and restructuring costs reduced operating income by \$21, \$133, \$80, \$24 and \$13 and net income by \$16, \$96, \$55, \$16 and \$9. This corresponds to 0.3%, 2.6%, 1.3%, 0.4% and 0.2% on operating margins and 0.2%, 1.9%, 0.8%, 0.2% and 0.1% on net margins. The impact on EPS was \$0.17, \$1.14, \$0.76, \$0.21 and \$0.11 while return on total equity was reduced by 0.1%, 4.1%, 2.3%, 0.6% and 0.4% for the same five year period. 2) In 2007, a court ruling reduced operating income by \$30 million, net income by \$20 million, operating margin by 0.5%, net margin by 0.3%, EPS by \$0.26 and return on equity by 0.8%. 3) In 2006, a release of tax reserves and other discrete tax items boosted net income by \$95 million, net margin by 1.5%, EPS by \$1.15 and return on equity by 3.9%. 4) Adjusted in accordance with FASB ASC 810-10-45, adopted on January 1, 2009. 5) At year end, net of treasury shares. 6) Incl. electronics, steering wheels, inflators and initiators. 7) Incl. seat components.